

Scottsdale Police Department



Annual Performance Report on 5-Year Strategic Plan

Alan G. Rodbell
Chief of Police

**FISCAL YEAR
2005/06**

Table of Contents

General Overview	3
Summary of Progress	4
Overview of Strategies Active FY 2005/06	5
Strategy Progress	7
1. 0 Reduced Crime	7
2.0 Organizational Excellence	11
3.0 Strengthened Relationships	22
4.0 Strengthened Homeland Defense	27
5.0 Advanced Technology Solutions	29
6.0 Enhanced Facilities	34
Errata- Adjustments Made to the Plan FY 2005/06	37

GENERAL OVERVIEW

In the Fall of 2005, command staff, Lieutenants and Civilian Managers of the Scottsdale Police Department came together to update the Department's 5-Year Strategic Plan and layout our vision for the future. The result was a focused blueprint incorporating key elements of previous strategic planning documents, performance and workload indicators, demographic trends, and citizen input. This "roadmap" to the future included six key strategic priorities for the Department:

- Reduced Crime
- Organizational Excellence
- Strengthened Relationships
- Strengthened Homeland Defense
- Advanced Technology Solutions
- Enhanced Facilities

During Fiscal Year 2005/06, the Department made significant progress toward these strategic priorities. The purpose of this Annual Performance Report is to summarize that progress, and to provide status information for each individual Strategy that was active during the year. The Annual Performance Report is prepared each year as part of the annual review and update process, and is published to the Department's website to provide public access.

SUMMARY OF PROGRESS

Following is a summary of the progress and current status of Police Department Strategies active during Fiscal Year 2005/06. This reporting period covers activity beginning July 1, 2005 through June 30, 2006. A total of 47 different Strategies were active throughout the 2005/2006 Fiscal Year. Twenty-one Strategies were completed and closed out during the fiscal year, with the remaining continuing into the next fiscal year. The table below shows the number of Strategies Active and Completed for each Strategic Direction and supporting Objective.

Strategic Directions and Objectives	Strategies Active	Strategies Completed
1. Reduced Crime	7	5
1.1 Enhance Crime Prevention Initiatives	1	1
1.2 Enhance Enforcement Initiatives	6	4
2. Organizational Excellence	18	8
2.1 Develop Exemplary Leadership	8	4
2.2 Develop Employees	3	1
2.3 Develop the Organization	4	2
2.4 Enhance Recruitment, Hiring, Training and Retention of Probationary Employees	3	1
3. Strengthened Relationships	6	4
3.1 Strengthen Intra-Governmental Relations	1	0
3.2 Strengthen Internal and External Communications	1	1
3.3 Strengthen Community Relations	4	3
4. Strengthened Homeland Defense	3	2
4.1 Promote Prevention, Mitigation and Security Initiatives	3	2
5. Advanced Technology Solutions	7	1
5.1 Advance Integration Capabilities	2	0
5.2 Advance Communications Technology	4	1
5.3 Advance Technology Support and Infrastructure	1	0
6. Enhanced Facilities	6	1
6.1 Develop New Facilities	4	1
6.2 Reallocate and Enhance Existing Facilities	2	0
TOTAL	47	21

OVERVIEW OF STRATEGIES ACTIVE FY 2005/06

Scottsdale Police Department Strategies	Start Quarter	Completed	Continuing FY2006/07
Strategic Direction 1 - Reduced Crime			
1.1 Enhance Crime Prevention Initiatives			
1.1.1 Develop and implement a Juvenile Delinquency Prevention Initiative for school-aged children.	Q1	0	
1.2 Enhance Enforcement Initiatives			
1.2.1 Establish an additional Traffic Squad to address community needs.	Q1	0	
1.2.2 Develop a Computer Crimes Investigation Unit.	Q1	0	
1.2.3 Conduct a Photo-Enforcement pilot on the Scottsdale section of SR 101.	Q1		0
1.2.4 Provide Public Safety service to urban Parks and Preserve	Q1		0
1.2.5 Evaluate and enhance Department initiatives to curtail gang-related criminal activity.	Q3	0	
1.2.13 Implement an effective warrant process.	Q2	0	
Strategic Direction 2 – Organizational Excellence			
2.1 Develop Exemplary Leadership			
2.1.1 Include Dept. Strategic Action Plan goals and assignments as a component of performance evaluations.	Q1	0	
2.1.2 Assess the feasibility of using 360 interview information for promotion.	Q1	0	
2.1.3 Develop a program to address leadership training needs.	Q1	0	
2.1.4 Train management to provide career counseling to employees.	Q1	0	
2.1.5 Evaluate and enhance diversity and cultural awareness training programs for management.	Q1		0
2.1.6 Provide early intervention behavior identification training to management.	Q3		0
2.1.7 Develop an Executive Development Program for middle level management.	Q4		0
2.1.8 Implement approved leadership training and assess effectiveness.	Q1		0
2.2 Develop Employees			
2.2.1 Formalize career development "roadmaps" for line personnel and develop suggested training plans to assist on-going employee development.	Q1		0
2.2.2 Develop training for every employee (sworn and civilian) that will result in improved customer service to the community and heighten employee awareness of measurable standards.	Q1	0	
2.2.3 Evaluate and enhance the Master Police Officer (MPO) Program.	Q1		0
2.3 Develop the Organization			
2.3.1 Determine the support personnel needs within the Department and develop a three-year plan to achieve those needs.	Q1	0	
2.3.2 Assess the Police Department's current award and recognition system, and revise it if necessary.	Q1	0	
2.3.3 Establish funding for pipeline positions (stairstep).	Q2		0
2.3.4 ISO Accreditation for Crime Lab.	Q2		0
2.4 Enhance Recruitment, Hiring, Training and Retention of Probationary Employees			
2.4.1 Reduce the loss of civilian employees during the probationary/training phase.	Q1		0
2.4.2 Evaluate staffing and resources of the Personnel Unit.	Q1	0	
2.4.3 Reduce Sworn Recruit turnover.	Q1		0

OVERVIEW OF STRATEGIES ACTIVE FY 2005/06

Scottsdale Police Department Strategies	Start Quarter	Completed	Continuing FY2006/07
Strategic Direction 3 – Strengthened Relationships			
3.1 Strengthen Intra-Governmental Relations			
3.1.1 Establish shared initiatives with the new City Fire Department.	Q1		0
3.2 Strengthen Internal and External Communications			
3.2.1 Conduct a methods assessment of the Department's existing internal and external communications processes.	Q1	0	
3.3 Strengthen Community Relations			
3.3.1 Develop a Scottsdale Police Museum to celebrate the history and culture of the Scottsdale Police Department.	Q1		0
3.3.2 Create and maintain community outreach programs with targeted populations.	Q1	0	
3.3.3 Develop a Spanish language Public Information Officer (PIO) program.	Q1	0	
3.3.4 Evaluate and enhance the Spanish Translator program.	Q1	0	
Strategic Direction 4 – Strengthened Homeland Defense			
4.1 Strengthen Readiness and Recovery Protocols			
4.1.1 Test emergency/recovery protocols and develop Citywide business recovery plans.	Q1	0	
4.1.2 Identify Personal Protective Equipment (PPE) and required OSHA and Weapons of Mass Destruction (WMD) training to implement and sustain program.	Q1	0	
4.1.3 Create a system to update and train on all emergency response plans.	Q1		0
Strategic Direction 5 – Advanced Technology Solutions			
5.1 Advance Integration Capabilities			
5.1.1 Implement a new integrated suite of police applications to include RMS, CAD, Jail Management, Field Reporting and Message Switch.	Q1		0
5.1.2 Eliminate duplicate data entry required for multiple Police databases during booking process, and implement subsequent electronic transfer of booking information into Maricopa County (MCSO) booking system.	Q1		0
5.2 Advance Communications Technology			
5.2.1 Identify alternative mobile devices for data communications.	Q1		0
5.2.2 Conduct refresher radio training for all employees who use radios.	Q1	0	
5.2.3 Establish a plan to provide adequate radio coverage to the Preserve area.	Q2		0
5.2.4 Acquire a new radio system.	Q1		0
5.3 Advance Technology Support and Infrastructure			
5.3.1 Ensure back up of all mission-critical job functions.	Q1		0
Strategic Direction 6 – Enhanced Facilities			
6.1 Develop New Facilities			
6.1.1 Plan, design and construct District 1 facility.	Q1		0
6.1.2 Design and construct the Police Operational Support Facility for Crime Lab and Property/Evidence.	Q1		0
6.1.3 Plan, design and construct the expanded Police and Fire Training facility.	Q1		0
6.1.4 Replace Mounted Unit facility.	Q1	0	
6.2 Reallocate and Enhance Existing Facilities			
6.2.1 Implement Homeland Security facility improvement projects for the Police Department and City.	Q1		0
6.2.2 Expand District 3 covered parking and locker facilities.	Q1		0

STRATEGY PROGRESS

1.0 Reduced Crime

Objective 1.1

Enhance Crime Prevention Initiatives

- Deputy Chief John Cocca

"Prevention is the cornerstone to safe communities and neighborhoods. By investing in prevention programs, we know we have an impact on the quality of life for our citizens and we are able to reduce victimization occurring within our community."

1.1.1 Develop and implement a juvenile delinquency prevention initiative program for school-aged children.			
Measure of Success	Initiation Date	Target Date	Responsibility
A reduction in the number of "illegal substance abuse" arrests of Juveniles who are residents of Scottsdale. A reduction in the number of "Part I" (more serious) and Part II (less serious) crime arrests of juveniles by Scottsdale Police Department. Survey responses from schools indicating a reduction in reported juvenile drug and alcohol use.	09/2003	08/2005	Lt. Frank O'Halloran
Summary of Annual Progress			
<ul style="list-style-type: none"> The "Lion's Quest" curriculum was accepted by the Scottsdale Unified School District Governing Board for implementation during the 2005/06 school-year. Instructional manuals were created & training was completed for faculty that will be teaching the curriculum. A 2nd edition of the "Teen/Parent Resource Book" was printed & distributed to all incoming Freshman in the Scottsdale Unified School District. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed August 2005 On-Schedule 			

Annual Performance Report

FY 2005/06

Objective 1.2

Enhance Enforcement Initiatives

- Deputy Chief John Cocca

"In an effort to impact Crime Reduction, we intend to assist neighborhoods with resolving crime related issues specific to their community. We will strive to provide each District Commander with the necessary resources to affect the quality of life within their specific area of responsibility."

1.2.1 Establish an Additional Traffic Squad to address community needs.			
Measure of Success	Initiation Date	Target Date	Responsibility
A traffic squad in addition to the current traffic squad will be staffed with a sergeant and officers and will be operational.	01/2005	06/2006	Lt. Frank O'Halloran
Summary of Annual Progress			
<ul style="list-style-type: none">Motorcycles have been issued to the newly qualified motor officers.Completed outfitting of the new Nighttime Enforcement Squad vehicles.Completed testing process for both the supervisor and officers, and assigned and trained a supervisor.Completed purchase of 100% of necessary equipment for the additional Traffic Enforcement Officers and qualified 80% if the Motor Officers/Sergeant needed to fill the Motor positions.			
Year End Status			
<ul style="list-style-type: none">Percent Complete: 100%Completed June 2006On-Schedule			

1.2.2 Develop a Computer Crimes Investigation Unit.			
Measure of Success	Initiation Date	Target Date	Responsibility
The Computer Crimes Unit is operational, staffed with a supervisor and detectives and available to work on mission-specific violations and investigations.	04/2005	04/2006	Lt. Craig Chrzanowski
Summary of Annual Progress			
<ul style="list-style-type: none">A Sergeant has been assigned to the unit.4 Detectives were assigned to Computer Forensic investigations.3 Detectives have been assigned to conduct proactive computer and identity theft investigations.Equipment has been purchased, and office space constructed.Detectives have attended several training courses and have begun working computer crime cases and computer forensic investigations.Unit is operational.			
Year End Status			
<ul style="list-style-type: none">Percent Complete: 100%Completed March 2006Ahead-of-Schedule			

1.2.3 Conduct a Photo-Enforcement plot on the Scottsdale section of SR 101.

Measure of Success	Initiation Date	Target Date	Responsibility
Arizona Department of Transportation's agreement of cooperation. Implementation of the pilot study. A reduction in speed and collisions on the SR 101.	07/2005	02/2007	Lt. Frank O'Halloran
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed photo-enforcement pilot study on the Scottsdale section of SR 101. Began post pilot study data collection for subsequent development of written report & recommendation document for submittal to ADOT. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 60% Continuing into FY 2006/07 On-Schedule 			

1.2.4 Provide Public Safety Service to Urban Parks and Preserve.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of Strategy outline, selection of personnel, completion of training, implementation of patrol.	07/2005	12/2006	Lt. Tony Gibson
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed purchase of bikes & portion of radio equipment. Completed installation of tough shed at District 3 for storage of bikes. Completed meetings with City G.I.S., Fire & Preserve resulting in the development of updated maps & a trail marker system. Began initial meetings for development of General Orders related to providing public safety service to urban parks & the preserve. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 15% Continuing into FY 2006/07 On-Schedule 			

1.2.5 Evaluate and Enhance Department initiatives to curtail gang-related activity.			
Measure of Success	Initiation Date	Target Date	Responsibility
Completion of community forum. Identification of key issues related to curtailing gang-related criminal activity in the City. Completion and submittal of recommendation report. Identification and communication of approved enhancements. Creation of an implementation plan for approved enhancements.	07/2005	07/2006	Lt. Johnny Cervantes and Lt. Scott Popp
Summary of Annual Progress			
<ul style="list-style-type: none"> Held community gang forum during March, 2006, with approximately 48 attendees. The police legal advisor completed a review & approval of a memo of understanding for use of Gang Net, the state-wide gang database. A staff member completed training on the use of Gang Net. Completed & submitted a decision package for a second High Enforcement Arrest Team (HEAT) Unit. Selected & transferred two officers to HEAT Unit to address gang issues. Initiated setting up gang training with the County Attorney's Office. Initiated a new related strategy to specifically address information gathered during the community gang forum. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed May 2006 Ahead-of-Schedule 			

2.0 Organizational Excellence

Objective 2.1

Develop Exemplary Leadership

- Cmdr. Bill Wilton

“LEADERSHIP DEVELOPMENT is one of the most important objectives of the Police Department's 5 Year Plan. It is paramount that we develop our personnel and prepare them for the leadership role of the future. Preparation includes not only Training and Education, but opportunities to experience leadership situations as well.”

2.1.1 Include Department Strategic Action Plan goals and assignments as a component of performance evaluations.			
Measure of Success	Initiation Date	Target Date	Responsibility
Participation and progress made on Strategic Initiatives will be incorporated as part of the Lieutenant/Civilian Manager Evaluations.	10/2004	10/2005	Lt. Scott Popp
Summary of Annual Progress			
<ul style="list-style-type: none"> Incorporated Strategic Plan duties of Lieutenants and Civilian Managers as part of the dimensions on the Police Lieutenant and Civilian Manager Performance Evaluations. Distributed Department-wide Chief's Memorandum communicating the new process to all employees and availability of forms on the shared drive. Formalized the process within the Department. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed July 2005 Ahead-of-Schedule 			

2.1.2 Assess the feasibility of using 360 interview information for promotion.			
Measure of Success	Initiation Date	Target Date	Responsibility
360 interviews or a similar product will be implemented as part of the promotion process or will have been determined to not be necessary or of benefit.	10/2004	06/2006	Lt. Steve Gesell
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed evaluation of potential use of 360 interviews as part of the promotional process and determined Department use of 360 interviews for personal development only. Worked with City Learning and Organizational Development Department to begin development of protocol for using 360 interviews post promotional. Developed a document titled "Lieutenant's Process Review" which is very comprehensive and has categories specific to a Lieutenant's job position. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed May 2006 Ahead-of-Schedule 			

2.1.3 Develop a program to address leadership training needs.

Measure of Success	Initiation Date	Target Date	Responsibility
Identification and approval of a leadership training curriculum. Funding approval for conducting the training.	04/2004	10/2005	Lt. Jeff Smythe
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed research of possible leadership training programs. Received approval for implementing the "Leadership Through People Skills" training curriculum for all department supervisors. Received funding approval for conducting the training. Created a new strategy dedicated to implementation of the training program (Strategy 2.1.8). 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed September 2005 Ahead-of-Schedule 			

2.1.4 Train management to provide career counseling to employees.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of supervisor training; an increase in employee knowledge about career paths and opportunities in the organization.	04/2005	10/2006	Lt. Frank O'Halloran
Summary of Annual Progress			
<ul style="list-style-type: none"> Collected baseline research material for the Department's Career Paths. Compiled list of all Department specialties and preferred training for special units. This strategy was combined with Strategy 2.2.1 "Formalize career development roadmaps for line personnel and develop suggested training plans to assist on-going employee development". 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed May 2006 Combined with 2.2.1 			

2.1.5 Evaluate and enhance diversity and cultural awareness training programs for management.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of current program assessment and development of recommendation report.	07/2005	08/2006	Lt. Ernie Anderson
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed a survey of department managers as part of an evaluation of diversity and cultural awareness training programs for management. Completed analysis of survey results and began preparing a presentation for top staff. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 75% Continuing into FY 2006/07 On-Schedule 			

2.1.6 Provide early intervention behavior identification training to management.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of training for all managers. Establishment of a process to allow for continued training of existing managers and all incoming new managers.	01/2006	01/2007	Mgr. Phil Riccio
Summary of Annual Progress			
<ul style="list-style-type: none"> Working with Human Resources and vendor to prepare a proposal to include specific course agendas and cost. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 25% Continuing into FY 2006/07 On-Schedule 			

2.1.7 Develop an Executive Development Program for middle level management.

Measure of Success	Initiation Date	Target Date	Responsibility
A process will be in place for mid-level managers that will identify areas for them to focus on to assist them with their career development.	04/2006	04/2007	Lt. Jeff Walther
Summary of Annual Progress			
<ul style="list-style-type: none"> Partnered with City HR Department to research potential executive development programs. Began review of personal assessment tools, and an executive development course offered through AZPost. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 10% Continuing into FY 2006/07 On-Schedule 			

2.1.8 Implement approved leadership training and assess effectiveness.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of training, completion of training class critiques, incorporation of training in the City's ASPEN system, completion of survey to all supervisors and above on satisfaction of training needs and effectiveness of the formalized process.	07/2005	07/2007	Lt. Jeff Smythe
Summary of Annual Progress			
<ul style="list-style-type: none"> Selected 1 Sgt. And 1 Lt. to serve as department trainers. Department trainers attended "Leadership Through People Skills" "train-the-trainer" training. Training classes for department personnel were scheduled for July, August and September 2006. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 30% Continuing into FY 2006/07 On-Schedule 			

Objective 2.2

Develop Employees

– Cmdr. Barry Vassall

"The Development of our most prized key assets 'Our Employees' is one of the top priorities of the Scottsdale Police Department Strategic Plan. Providing our employees with opportunities to grow professionally as well as personally will ensure that the citizens of Scottsdale receive the best quality service available for years to come.

2.2.1 Identify and maintain "professional development" classes and workshops to define a career "roadmap" for line personnel.			
Measure of Success	Initiation Date	Target Date	Responsibility
Completion of survey to all supervisors verifying satisfactory identification of core competencies and personnel training needs. Identification of specific training needs based on assignment, beyond entry assignment. Identification of training outside of the SPD necessary to maintain and expand proficiency.	10/2003	03/2007	Lt. Mike Stauffer Sgt. Jimmy Wasson
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed Intranet page design. Training of police personnel began in August. Met with LOD regarding holding police specific educational fairs for PD employees. Additional training for management and leadership skills development for line level employees have been discussed. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 80% Continuing into FY 2006/07 On-Schedule 			

2.2.2 Develop training for every employee (sworn and civilian) that will result in improved customer service to the community and heighten employee awareness of measurable standards.			
Measure of Success	Initiation Date	Target Date	Responsibility
Completion of customer service training; Decreased citizen complaints related to attitude and lack of professional demeanor; Improved citizen satisfaction during LT and management quarterly inspections; Increased citizen praise and reduced complaints received via PD website and citizen survey. Completion of training.	10/2003	10/2005	Lt. Tony Gibson
Summary of Annual Progress			
<ul style="list-style-type: none"> Distributed a "Service Standards" electronic survey to Department employees and conducted a review of results for impact on employee development training. Completed Department adoption of identified service standards and adoption of the acronym "PRIDE" (Professional, Responsive, Initiative, Dignity and Excellence) to represent and market the standards. Created posters and pocket-cards for distribution of the service standards to all employees. Created a short video explaining the adopted service standards to employees. Incorporated video into required employee training accessed via the City's ASPEN system. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed September 2005 Ahead-of-Schedule 			

2.2.3 Evaluate and enhance the Master Police Officer (MPO) program.

Measure of Success	Initiation Date	Target Date	Responsibility
Completed assessment of the MPO program; completion of recommendation report.	04/2005	12/2006	Lt. Marcy Miller
Summary of Annual Progress			
<ul style="list-style-type: none">Whitepaper has been completed and presented to the Chief's Office.			
Year End Status			
<ul style="list-style-type: none">Percent Complete: 35%Continuing into FY 2005/06On-Schedule			

Objective 2.3 Develop the Organization

– Cmdr. Dave Marshall

“The Organizational Development component of this strategic plan is focused on developing and implementing strategies that will meet current workloads while identifying deployment models to meet future growth. It is to ensure that employees are provided the training to maximize their productivity within their current position and provide opportunities, training and mentorship for career advancement through promotion or lateral options. The final but equally critical component of this objective is to ensure that we continue to promote a culture of support, encouragement, empowerment and sense of family among all employees, volunteers and stakeholders within the City of Scottsdale.”

2.3.1 Conduct a department-wide General Order assessment and system redesign.			
Measure of Success	Initiation Date	Target Date	Responsibility
Creation of new General Order format and streamlined structure providing for easier reference; creation of recommendations for future policy development and on-going review and update.	01/2004	01/2007	Lt. Steve Yturralde and Lt. Pat Conner
Summary of Annual Progress			
<ul style="list-style-type: none"> Power Point presentation completed. Completed an evaluation of the Department's current award and recognition system for employees and presented recommendation to command staff The recommendations were approved and will be implemented. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed January 2006 Ahead-of-Schedule 			

2.3.2 Assess the Police Department's current award and recognition system, and revise it if necessary.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of assessment and recommendation report. Completion of facilitation role during implementation of any recommended changes.	04/2005	05/2006	Lt. Ernie Anderson
Summary of Annual Progress			
<ul style="list-style-type: none"> Created committee to study the award and recognition system. Began evaluation of current system and creation of Department-wide survey. Formal recommendations have been proposed to top staff. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed May 2006 On-Schedule 			

2.3.3 Establish funding for pipeline positions.

Measure of Success	Initiation Date	Target Date	Responsibility
Successful approval and adoption of this funding package in the FY 06/07 budget.	10/2005	07/2006	Mgr. Holly Christian
Summary of Annual Progress			
<ul style="list-style-type: none"> Evaluation package request will be submitted for the FY 2007/08 budget process to fully fund the program over 5 years. Year 1 of the 3 year plan was funded with the adopted FY 2005/06 budget. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 25% Continuing into FY 2006/07 On-Schedule 			

2.3.4 ISO Accreditation for Crime Lab.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of Crime Laboratory inspection process and award/recognition as ISO/IEC 17025-1999 accredited.	10/2005	07/2008	Mgr. Steve Garrett
Summary of Annual Progress			
<ul style="list-style-type: none">Lab personnel participated in an external ISO forensic laboratory accreditation inspection to observe the process and what it encompasses.The inspection information will be used to assist with the development of the Department's own plan for preparing to meet ISO requirements.			
Year End Status			
<ul style="list-style-type: none">Percent Complete: 15%Continuing into FY 2006/07On-Schedule			

Objective 2.4
Enhance Recruitment, Hiring, Training
and Retention of Probationary Employees

– Cmdr. Barry Vassall

“Above all else, our agency is distinguished by the quality and commitment of our employees. Selecting, training, and retaining our most important asset – our people – is imperative to maintaining a force that responds professionally and safely to community needs.”

2.4.1 Reduce the loss of civilian employees during the probationary/training phase.			
Measure of Success	Initiation Date	Target Date	Responsibility
Eighty percent of newly hired employees will complete the probationary period.	07/2005	06/2007	Mgr. Steve Garrett
Summary of Annual Progress			
<ul style="list-style-type: none"> Conducted meetings with Administrative Services Bureau managers to solicit information related to probationary employee turnover. Began evaluation of City HR matrices used for selection of candidates for interviewing. Completed development of promotional steps within the Police Records Division that establishes a career ladder environment. Completed development & implementation of several programs in Police Communications that promote longevity within that Division & improve employee training. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 40% Continuing into FY 2006/07 On-Schedule 			

2.4.2 Evaluated staffing and resources of the Personnel Unit.			
Measure of Success	Initiation Date	Target Date	Responsibility
A reduction in the average hiring timeframe for processing candidates (from background investigation to job offer). Meeting established hiring goals by filling all available positions within the year.	07/2005	07/2006	Mgr. Cynthia Sawyer
Summary of Annual Progress			
<ul style="list-style-type: none"> Temporary staffing was added to the Unit. Productivity will be re-assessed to determine the necessity of a permanent staff increase. Case management statistics will be reported by background investigators through an excel spreadsheet. Monthly and year to date statistics will be captured. Additional statistical reporting tools are being developed for other functional areas within the unit. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed May 2006 On-Schedule 			

2.4.3 Reduce Sworn Recruit turnover.

Measure of Success		Initiation Date	Target Date	Responsibility
Identify and verify areas where higher than normal employee turnover is occurring.		01/2005	06/2007	Lt. Marcy Miller
Summary of Annual Progress				
<ul style="list-style-type: none"> We are now successfully using Mesa and MCSO academies to increase available seats for new hires. Established a re-test of physical conditioning level during the conditional job offer phase to ensure recruits remain fit enough to succeed during academies. Successfully completed several expanded pre-academy classes. Received positive feedback from recruits recently assigned to academies regarding their level of preparedness. 				
Year End Status				
<ul style="list-style-type: none"> Percent Complete: 98% Continuing into FY 2006/07 On-Schedule 				

3.0 Strengthened Relationships

Objective 3.1

Strengthen Intra-Governmental Relations

– Cmdr. Barry Vassall

“The purpose and importance of this objective is to establish two-way multi-directional communication among the city police department, other city departments and the city council in order to enhance understanding and promote cooperation for the purpose of achieving department goals and objectives.”

3.1.1 Establish shared initiatives with the new City Fire Department.			
Measure of Success	Initiation Date	Target Date	Responsibility
The identification and implementation of a communication plan encouraging a free flow of information regarding specific issues and shared initiatives.	07/2005	10/2006	Cmdr. Barry Vassall
Summary of Annual Progress			
<ul style="list-style-type: none"> Participated in the Coyote Crisis Campaign, which consisted of several joint training scenarios and drills focused on major incident/disaster preparation and response. Participants included medical units from the Arizona National Guard, Air National Guard, Air Force Reserves and the active duty medical group from Luke Air Force Base, as well as General Dynamics Scottsdale facility and both Scottsdale campuses of Scottsdale Healthcare Hospitals. Completed Smart Card, SWAT Medic Program, Arson Policy, Public Safety Lock Box Program, & Training Facility design. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 70% Continuing into FY 2006/07 On-Schedule 			

Objective 3.2**Strengthen Internal and External Communications – Cmdr. Mike Rosenberger**

"Effective communication, both internally and externally, is the foundation for all of the department's programs, goals, and objectives. The department is committed to developing and maintaining meaningful lines of communication within the police department, the larger City organization, and with the community we serve".

3.2.1 Conduct a methods assessment of the Department's existing internal and external communications processes.			
Measure of Success	Initiation Date	Target Date	Responsibility
Increased awareness and accessibility to desired or needed information by employees and our citizens. Completed survey of internal and external recipients of Department media communications requesting feedback on usefulness and suggestions for improvement. Completed analysis of survey responses and implementation of identified and approved changes.	10/2004	04/2006	Lt. Mike Anderson
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed implementation of improvements to the Policeline Newsletter and the Department's internet/intranet site that were identified through an employee survey. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% 	<ul style="list-style-type: none"> Completed March 2006 	<ul style="list-style-type: none"> Ahead-of-Schedule 	

Objective 3.3 Strengthen Community Relations

– Cmdr. Sean Duggan

“One of our primary operational goals is to develop safer neighborhoods through community partnerships and participation. In order for us to be successful, we must have the confidence, support and respect of the people who live and work in Scottsdale. The community relations objective will enable us to develop a strong constituency base of public support, confidence and partnerships in order to help deliver effective police service.”

3.3.1 Develop a Scottsdale Police Department Museum to celebrate the history and culture of the Scottsdale Police Department.			
Measure of Success	Initiation Date	Target Date	Responsibility
A permanent police display supported by favorable citizen/police feedback and attendance records.	10/2003	10/2006	Lt. Marcy Miller
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed design & preliminary work on initial Police Department museum display area. Identified auxiliary museum display sites at the new Headquarters. Determined lighting & facility issues regarding new SFD/SPD display areas at the new joint Headquarters. Began coordinating finalization of virtual museum & collection/cataloguing procedures. Received numerous items for display & received commitments from retirees for additional items. Developed preliminary draft of Department history to be published to the website. The East Valley Tribune highlighted the museum & carried a public call for donations. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 75% Continuing into FY 2006/07 On-Schedule 			

3.3.2 Create and maintain community outreach programs with targeted populations.

Measure of Success	Initiation Date	Target Date	Responsibility
Establishment of process of constituting outreach programs to targeted populations that are meaningful and useful to both the community and the police. Conduct an annual survey to measure successes.	10/2004	09/2005	Lt. Johnny Cervantes
Summary of Annual Progress			
<ul style="list-style-type: none"> • Training budget has been increased to provide additional basic and intermediate Spanish immersion opportunities to existing certified translators • Two new Spanish instructors trained. • Six more translators certified. • Advanced crime prevention training was provided to Spanish speaking employees on 09/08/2006. 			
<ul style="list-style-type: none"> • Percent Complete: 100% • Completed September 2005 • On-Schedule 			

3.3.3 Develop a Spanish language Public Information Officer (PIO) Program.

Measure of Success	Initiation Date	Target Date	Responsibility
This Strategy will be completed when the Department has identified, trained and utilized assistant PIO's who possess bi-lingual capabilities.	04/2005	10/2005	Sgt. Mark Clark
Summary of Annual Progress			
<ul style="list-style-type: none"> • Selected and trained Detective is functioning as the Department's Spanish Language Public Information Officer. (30 hours formal training, 40 hours on-the-job training) • Introduced Spanish PIO to Spanish language media. • Spanish PIO conducted Spanish language media interviews. • Made recommendation to Command Staff to identify and train more candidates interested in the function and develop in-house training outline. 			
<ul style="list-style-type: none"> • Percent Complete: 100% • Completed July 2005 • Ahead-of-Schedule 			

3.3.4 Evaluate and enhance the Spanish Translator program.

Measure of Success	Initiation Date	Target Date	Responsibility
Completed assessment of the current translator program and evaluation/verification of usefulness. Identification and implementation of a process to identify new translators. Completed design and implementation of a plan/process to conduct additional outreach to both internal and external customers of the translator program.	04/2005	04/2006	Lt. Johnny Cervantes
Summary of Annual Progress			
<ul style="list-style-type: none"> Prepared and submitted to Command Staff a recommendation report on "best practices" for Spanish Translator Programs. Trained 2 new Spanish instructors. 6 additional translators have been certified. 			
<ul style="list-style-type: none"> Percent Complete: 100% Completed September 2005 Ahead-of-Schedule 			

4.0 Strengthened Homeland Defense

Objective 4.1

Strengthen Readiness and Recovery Protocols

– Cmdr. Burl Haenel

“The belief that it won't or can't happen here has been disproved by the tragic events of Sept. 11th and our own Human Resources incident. Remaining steadfast in protecting our community is a critical strategic initiative. Strengthening our defense through prevention, mitigation and recovery protocols will help create an appropriate response to both man-made and natural disasters”.

4.1.1 Test emergency / recovery protocols and develop City-wide business recovery plans.			
Measure of Success	Initiation Date	Target Date	Responsibility
Establishment of recurring emergency exercises of various scopes that will involve Police, Fire and other City Departments. Establishment of a system for each department allowing resumption of services after an interruption.	10/2003	12/2005	Dir. Marc Eisen and Coord. Dan Porter
Summary of Annual Progress			
<ul style="list-style-type: none"> Plans have been completed and submitted to City Manager. Responsibility for the plans has been shifted to the City Fire Department. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed December 2005 On-Schedule 			

4.1.2 Identify Personal Protective Equipment (PPE) and required OSHA and Weapons of Mass Destruction (WMD) training to implement and sustain this program.			
Measure of Success	Initiation Date	Target Date	Responsibility
Establishment of program administration; Identification and purchase of equipment; Identification of training needs; Delivery of initial and on-going training; Revision of Standard Operating Procedures; Identification and implementation of grant administration; Recognition and institutionalization of Federal and State operational mandates.	04/2003	06/2006	Lt. Matt Roadifer
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed transfer of all Personal Protective Equipment to the approved location. Completed refresher training for all Grenadiers. Completed issuance of PPE kits to all field personnel in June 2006. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed June 2006 On-Schedule 			

4.1.3 Create a system to update and train on all emergency response plans.			
Measure of Success	Initiation Date	Target Date	Responsibility
Availability of emergency response plans for review. Implementation of a system for review and update of response plans. Identification of a method and timetable for training first responders.	07/2005	11/2006	Lt. Todd Muilenberg
Summary of Annual Progress			
<ul style="list-style-type: none"> Initiated & completed IS100 & IS700 emergency response training of all employees. Worked with the Training Unit to schedule a four hour block of instruction in reference to the Department's Emergency Response Plans, terrorism & weapons of mass destruction that will be available on the City's Aspen training system, with instruction beginning in August, 2006. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 85% Continuing into FY 2006-07 On-Schedule 			

5.0 Advanced Technology Solutions

Objective 5.1

Advance Integration Capabilities

– Dir. Helen Gandara-Zavala

“Technology is cornerstone and a ‘thread’ throughout the operations of our organization. Providing advanced technology solutions ensures our capacity to continuously implement new tools and new ways of effectively doing our work, and enhanced means of providing communication links and networks. Keeping the focus on technology through adequate resources ensures that advanced technology solutions remain a top priority.”

5.1.1 Implement a new integrated suite of police applications to include Records Management System (RMS), Computer Aided Dispatch (CAD), Jail Management, Field Reporting and Message Switch.			
Measure of Success	Initiation Date	Target Date	Responsibility
Implementation and operational use of planned components and final system acceptance.	07/2003	07/2007	Dir. Joe Hindman
Summary of Annual Progress			
<ul style="list-style-type: none"> The CAD system Cutover was completed successfully 09/2005 and the I/Mobile cut-over was completed 10/2005. The department production cut over to I/LEADS was on 03/28/2006. Corrected start-up problems, addressed user error issues and evaluated workflow issues related to Court & Prosecutor. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 80% Continuing into FY 2006/07 On-Schedule 			

5.1.2 Eliminate duplicate data entry required for multiple Police Department databases during initial booking process, and implement subsequent electronic transfer of booking information into Maricopa County (MCSO) booking system.

Measure of Success	Initiation Date	Target Date	Responsibility
Booking data is entered once and transferred electronically to all other systems including County systems.	01/2005	10/2006	Dir. Joe Hindman
Summary of Annual Progress			
<ul style="list-style-type: none">Completed meeting between Scottsdale, Phoenix, Maricopa County, DPS & Mesa to determine needs for eliminating duplicate data entry during the booking process & allow for electronic transfer of data to the MCSO system.Completed meetings with vendor ECorridor to discuss modifications to the AC/DC interface to allow for data transfer into MCSO's system.			
Year End Status			
<ul style="list-style-type: none">Percent Complete: 35%Continuing into FY 2006/07On-Schedule			

Objective 5.2**Advance Communications Technology****– Dir. Helen Gandara-Zavala**

5.2.1 Identify alternative mobile devices for data communications.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of research, testing, purchase and installation of both hardware and software components of a fully integrated handheld mobile connectivity solution, which includes the handheld PDA, wireless connectivity via an internal radio, service contract and support, batteries, desktop adapters, carrying cases, mounting kits, power cables, and software.	04/2005	10/2006	Dir. Joe Hindman
Summary of Annual Progress			
<ul style="list-style-type: none"> Received approval from City Information Systems for assignment of an employee to work on this Strategy. Began work with vendor to eventually field test a handheld mobile unit using EDGE wireless technology. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 15% Continuing into FY 2006/07 On-Schedule 			

5.2.2 Conduct refresher radio training for all employees who use radios.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of refresher training for all employees who use radios. A reduction in reported issues that are attributed to user error or training.	10/2003	06/2006	Mgr. Tom Melton
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed production of refresher radio training video for viewing by all employees who use radios. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed June 2006 On-Schedule 			

5.2.3 Establish a plan to provide adequate radio coverage to the Preserve area.

Measure of Success	Initiation Date	Target Date	Responsibility
Acceptance and approval of the plan by the Chief, initiation of process required to obtain funding.	04/2005	10/2006	Dir. Joe Hindman
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed order of initial radio equipment for coverage to the preserve area, and identified a helicopter service for the site and began coordination of services. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 25% Continuing into FY 2006/07 On-Schedule 			

5.2.4 Acquire a new radio system.

Measure of Success	Initiation Date	Target Date	Responsibility
Completed purchase of new radio system and system is operational.	07/2005	07/2010	Dir. Joe Hindman
Summary of Annual Progress			
<ul style="list-style-type: none"> Reached a tentative agreement to partner with Tempe, Mesa and Phoenix to include Scottsdale in the Phoenix/Mesa regional radio system. Began preparation of a Request for Proposal for a radio engineering firm who will be asked to determine the necessary Scottsdale radio infrastructure required to obtain adequate coverage from the Phoenix-Mesa Regional system. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 5% Continuing into FY 2006/07 On-Schedule 			

Objective 5.3**Advance Technology Support and Infrastructure****– Dir. Helen Gandara-Zavala**

5.3.1 Ensure back-up of all mission-critical job functions.			
Measure of Success	Initiation Date	Target Date	Responsibility
Completion of training on mission critical police applications so that more than one TSD and/or Information Systems staff member are trained to maintain each application. Development and implementation of a plan to ensure continued redundancy in support for all Police applications.	04/2004	06/2007	Dir. Joe Hindman
Summary of Annual Progress			
<ul style="list-style-type: none">Hired a new Technology Services Division employee to fill a vacant position and began cross training to ensure backup of mission critical job junctions.			
Year End Status			
<ul style="list-style-type: none">Percent Complete: 40%Continuing into FY 2006/07On-Schedule			

6.0 Enhanced Facilities

Objective 6.1

Develop New Facilities

– Cmdr. Burl Haenel

“Our facilities assist in the promotion of professional public safety service delivery and are therefore vital to our growing organization. Adequate and well-planned facilities ensure the effective and efficient delivery of public safety services to our community”.

6.1.1 Plan, design and construct District 1 facility.			
Measure of Success	Initiation Date	Target Date	Responsibility
District One facility is complete and occupied.	07/2004	06/2007	Dir. Marc Eisen
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed City Council award of design contract for District 1 Facility. Completed meetings with Design Team. Finalized interior layout of the building and began development of working drawings. Pre-construction agreement with contractor was approved on 02/2006. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 50% Continuing into FY 2006/07 On-Schedule 			

6.1.2 Design and construct the Police Operational Support Facility for Crime Lab and Property/Evidence.			
Measure of Success	Initiation Date	Target Date	Responsibility
Police Operational Support facility is complete and occupied.	10/2003	06/2007	Dir. Marc Eisen
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed City Council award of design contract for Police Operational Support Facility for Crime Lab and Property/Evidence. Completed meetings with Design Team. Finalized interior layout of the building and began development of working drawings. Pre-construction agreement with contractor was approved 02/21/2006. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 50% Continuing into FY 2006/07 On-Schedule 			

6.1.3 Plan, design and construct the expanded Police and Fire training facility.

Measure of Success	Initiation Date	Target Date	Responsibility
Police and Fire Training facility is complete and occupied.	07/2004	06/2007	Dir. Marc Eisen
Summary of Annual Progress			
<ul style="list-style-type: none"> The drawings for construction of Police/Fire Training Center have begun. Bids for construction of Police/Fire Training Center have been solicited. Met with Council 06/2006 to award bid to contractor. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 55% Continuing into FY 2006/07 On-Schedule 			

6.1.4 Replace Mounted Unit facility.

Measure of Success	Initiation Date	Target Date	Responsibility
Mounted Unit facility is complete and occupied.	07/2004	05/2006	Lt. Scott Popp
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed removal of old barn & old concrete & brought dirt into raise the site. Completed construction of new facility. Occupied new facility. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 100% Completed On-Schedule 			

Objective 6.2**Reallocate and Enhance Existing Facilities****– Cmdr. Burl Haenel**

6.2.1 Implement Homeland Security improvement projects for the Police Department and City.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of operational new security enhancements at each facility.	10/2003	09/2006	Dir. Marc Eisen
Summary of Annual Progress			
<ul style="list-style-type: none"> Began the redesign of One Civic Center & North Corp yard. Began renovation of City's North Corp yard. Completed installation of all security equipment and City Hall weapons detection and loading gates are in place and functional. Video equipment is installed and functional. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 75% Continuing into FY 2006/07 On-Schedule 			

6.2.2 Expand District 3 covered parking and locker facilities.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of additional lockers and parking shade structures.	01/2004	12/2006	Dir. Marc Eisen
Summary of Annual Progress			
<ul style="list-style-type: none"> Completed plans for expansion of District 3 covered parking & locker facilities. Solicited bids for construction of facilities. 			
Year End Status			
<ul style="list-style-type: none"> Percent Complete: 75% Continuing into FY 2006/07 On-Schedule 			

ERRATA

Adjustments Made to the Plan During FY 2005/06

1. Modified Strategy End Date from 07/2005 to 08/31/2005 for Strategy 6.2.2 "Expand District 3 Covered Parking & Locker Facilities" D3 covered parking, & to 02/01/2006 for D3 building (Cmdr. Burl Haenel, Dir. Marc Eisen, 07/2005)
2. Split Strategy 2.1.3 "Develop a Program to Address Leadership Training Needs" into two parts, closing out part one of 2.1.3 & creating a new Strategy 2.1.8 "Implement Approved Leadership Training & Assess Effectiveness" to address the second part of the original Strategy (Cmdr. Bill Wilton, 08/2005)
3. Removed 6.2.5 "Vacate & relocate Police personnel from the Himovitz Building" from the Strategic Plan (Cmdr. Burl Haenel, Dir. Marc Eisen, 10/2005)
4. Modified Strategy Start Date from 10/2005 to 07/2006 for Strategy 6.3.1 "Hire Police Facility Manager for construction & maintenance coordination" (Cmdr. Burl Haenel, Dir. Marc Eisen, 10/2005)
5. Removed 6.2.5 "Vacate & relocate Police personnel from the Himovitz Building" from the Strategic Plan (Cmdr. Burl Haenel, Dir. Marc Eisen, 10/26/2005)
6. Modified Strategy Start Date from 10/2005 to 07/2006 for Strategy 6.3.1 "Hire Police Facility Manager for construction & maintenance coordination" (Dir. Marc Eisen, 11/2005)
7. Changed Sponsor from Commander Barry Vassall to Commander Dave Marshall for Objective "2.2 Develop Employees" (11/2005)
8. Changed Sponsor from Commander Barry Vassall to Commander Dave Marshall for Objective "2.4 Enhance Recruitment, Hiring, Training & Retention of Probationary Employees" (11/2005)
9. Changed Sponsor from Commander Burl Haenel to Commander Dave Marshall for Objective "4.1 Strengthen Readiness & Recovery Protocols" (11/2005)
10. Changed Sponsor from Commander Burl Haenel to Commander Dave Marshall for Objective "6.1 Develop New Facilities" (11/2005)
11. Changed Sponsor from Commander Burl Haenel to Commander Dave Marshall for Objective "6.2 Reallocate & Enhance Existing Facilities" (11/2005)
12. Changed Sponsor from Commander Burl Haenel to Commander Dave Marshall for Objective "6.3 Enhance Facility Support & Administration" (11/2005)
13. Modified Strategy End Date from 03/2006 to 09/2006 for Strategy 2.2.1 "Formalize Career Development Roadmaps" for Line Personnel & Develop Suggested Training Plans to Assist On-going Employee Development" (Cmdr. Dave Marshall, 03/2006)
14. Modified Strategy End Date from 03/2006 to 07/2006 for Strategy 3.3.1 "Establish a Scottsdale Police Museum to Celebrate the History & Culture of the Scottsdale Police Department" (Cmdr. Sean Duggan, 03/2006)
15. Modified Strategy End Date from 03/2006 to 06/2006 for Strategy 4.1.2 "Identify Personal Protective Equipment (PPE) & Required OSHA & Weapons of Mass Destruction (WMD) Training to Implement & Sustain Program" (Cmdr. Dave Marshall, 03/2006)
16. Combined Strategy 2.1.4 "Train Management to Provide Career Counseling to Employees" with Strategy 2.2.1 "Formalize Career Development Roadmaps" for Line Personnel & Develop Suggested Training Plans to Assist On-going Employee Development" (Cmdr. Bill Wilton, 04/2006)
17. Modified Strategy End Date from 04/2006 to 07/2006 for Strategy 5.2.2 "Conduct Refresher Radio Training for all Employees Who Use Radios" (Dir. Helen Gandara-Zavala, 04/2006)

18. Modified Strategy End Date from 04/2006 to 05/2006 for Strategy 6.1.4 "Replace Mounted Unit Facility" (Cmdr Dave Marshall, 04/2006)
19. Changed Strategy Leader from Mgr. Paul Bentley to Mgr. Phil Riccio for Strategy 2.1.6 "Provide Early Intervention Behavior Identification Training to Management" (Cmdr. Bill Wilton, 05/2006)
20. Changed Strategy Leader from Lt. Mike Stauffer to Lt. Jeff Walther for Strategy 2.1.7 "Develop an Executive Development Program for Middle Level Management" (Cmdr. Bill Wilton, 05/2006)
21. Modified Strategy Title for Strategy 3.2.2 from "Create a Process to Maintain a Web-Based Organizational Chart" to "Develop & Implement Enhancements to the PD Web" (Cmdr. Mike Rosenberger, 06/2006)
22. Remove Strategy 1.1.2 "Resurrect the "Lock 'Em Out" Security Improvement Program" from the Strategic Plan (Deputy Chief John Cocca, 06/2006)
23. Remove Strategy 1.2.6 "Establish an Air Support Unit" from the Strategic Plan (Annual Update meeting, 05/2006)
24. Modify Strategy 1.2.12 "Increase community traffic safety by adding a D3 Traffic Squad & D2 commercial vehicle inspectors", dividing into several different Strategies as identified by Lt. Frank O'Halloran (Annual Update meeting, 05/2006)
25. Remove Strategy 2.4.4 "Establish a Scottsdale Police Training Academy" from the Strategic Plan (Annual Update meeting, 05/2006)
26. Moved up Strategy 1.2.16 "Add a full-time Organized Crime Investigations Detail to include an Expanded Asset Forfeiture function" from FY08/09 to FY05/06 & renumbered it to 1.2.7 (per Deputy Chief John Cocca & Cmdr. Mike Rosenberger, 06/2006)
27. Modified Strategy End Date from 07/2006 to 12/2006 for Strategy 1.2.4 "Provide Public Safety service to urban Parks & Preserve" (Deputy Chief John Cocca, 06/2006)
28. Modified Strategy End Date from 07/2006 to 08/2006 for Strategy 2.1.5 "Evaluate & enhance diversity & cultural awareness training programs for management" (Cmdr. Bill Wilton, 06/2006)
29. Modified Strategy End Date from 07/2006 to 10/2006 for Strategy 3.1.1 "Establish shared initiatives with the new City Fire Department" (Cmdr. Barry Vassall, 06/2006)
30. Modified Strategy End Date from 07/2006 to 09/2006 for Strategy 6.2.1 "Implement Homeland Security facility improvement projects for the Police Department & City (Cmdr. Dave Marshall, 06/2006)

Compiled and Edited by the Police Planning, Research and Accreditation Division

This document, as well as the complete 5-Year Strategic Plan are available in PDF format on our website at www.scottsdaleaz.gov. Copies can also be obtained by contacting our Planning, Research and Accreditation Division. Comments are welcome and can be submitted to:

Scottsdale Police Department
8401 E. Indian School Road
Scottsdale, Arizona 85251
480-312-5000